

**O.P. Jindal Global University
Jindal School of International Affairs**

Course Manual
***The Evolution of Indian Diplomatic Practice: From the
Indus Valley Civilisation to the Present***
Course Code: MA(DLB)0863

**Location: O.P. Jindal Global University Campus,
Sonipat**

**Fall 2026
45 Hours, 4 Credits**

~~**Tuesdays, 13:00 pm to 16:00 pm
T4 T114 T4 Third Floor South Side
(To be Assigned)**~~

**Jitendra Nath Misra, Ph.D.
Professor of Diplomatic Practice
Former Ambassador of India
Distinguished Fellow, Bangladesh Institute of Peace and
Security Studies**

**Senior Fellow, Jindal India Institute
Ph.D. from Jawaharlal Nehru University**

jnmisra@jgu.edu.in

**Office Hours: ~~Tuesday, 11:30 am to 12:15 pm (by
appointment)
(To be decided)~~**

Meetings: As Appropriate

Course Description

This course is about Indian diplomatic practice. It is *not* about Indian foreign policy, or the national interest, or international law, or about India's diplomatic history in linear timelines. We will discuss how India has negotiated from the Indus Valley Civilisation on, putting strategies to the test through the *practice* of diplomacy. This course is about "*the practice of practice,*" not "*the theory of practice.*"

We will begin with a study of Indian foundational texts, and those from other traditions. All too often we take learning from the West only, ignoring earlier traditions. Yet, modern diplomatic practice has evolved from western tradition, even while the cultures of China, India, the Islamic world, and others, have contributed. We'll discuss Kautilya's *Arthashastra*, *The Mahabharata*, *The Ramayana*, *Ponniyin Selvan*, Sun Tzu's *The Art of War*, *The Quran*, Machiavelli, Bismarck, Kissinger, Mearsheimer, and more. We'll discuss how the Mauryas, Shungas, Satavahanas, Guptas, Harsha, Gurjara-Pratiharas, Rashtrakutas, Vakatakas, Delhi Sultanate, Mughals, Vijaynagar, Eastern Gangas, Bahamanis, and Tipu Sultan practiced diplomacy. In moving beyond Western tradition, and in discussing the intersection of history and diplomacy, this course is novel.

This means we must also study India's soft power influences, from the Red Sea to Southeast and East Asia. Between 250 BCE and 1200 CE Indian merchants, scientists, mathematicians, astronomers, doctors, sculptors,

monks, missionaries and astrologers travelled from India to the west and east. These Indians took with them India's soft power and were India's early diplomats. William Dalrymple's *The Golden Road* is a key reading.

It is in the study of legal instruments and structures deployed for the practice of diplomacy that the western tradition becomes important. Thus, we will discuss Congresses, Conferences, Treaties, Covenants, Protocols, Joint Statements, Communiqués, Memorandums of Understanding, and more. Alongside, we'll discuss the functions of India's embassies, consulates, legations, trade offices, cultural centres, and more.

We'll discuss different kinds of diplomatic work- Political, Economic, Information, Consular, Cultural, Diaspora Diplomacy, Public Diplomacy, Naval Diplomacy, Science Diplomacy, Space Diplomacy, and Sports Diplomacy. We will discuss both the bilateral and multilateral frameworks. Finally, with globalization, high-speed communications, the Internet, and the social media, has diplomacy transformed, or does its core remains unchanged?

The class will meet once a week for three hours. The sessions will be interactive, with guest speakers, role-play exercises (such as on the Simla Agreement), case studies, debates, and a visit to an embassy or a training institution. Students will be assigned a few major topics each week for discussion the following week.

Course Instructor

This course offers a *unique* practitioner- scholar *double novelty*. The instructor has served as India's ambassador to Portugal and Laos, and consul general in Ho Chi Minh City, as well as holding a Ph.D., with publications globally. Being a former practitioner, he will combine practical insights with academic rigour. This course will be an insider's view.

As a scholar- diplomat with a 34 years' diplomatic career the instructor will bring rich experience of working in a multinational and multicultural environment. The instructor has the required academic credentials, having previously taught at the world- renowned Georgetown University; University of Lisbon; University of Social Sciences and Humanities- Vietnam National University, and *Jamia Millia Islamia* University. Most recently he was Distinguished Fellow, and then Adjunct Professor and Distinguished Fellow, in the Jindal School of International Affairs of O.P. Jindal Global University. Currently, he is deployed as Professor of Diplomatic Practice in the School, Distinguished Fellow in Bangladesh Institute of Peace and Security Studies, and Senior Fellow in Jindal India Institute.

The instructor is the editor and co- author of *Radhaland and Worlds Beyond*. He has 28 book chapters and journal articles, and over 155 op- ed publications in India, the U.S., Australia, Singapore, Portugal, South Africa, Pakistan, Bangladesh, Thailand, and Vietnam. He has appeared on, or has been interviewed by, *BBC*, *AP*, *ABC News*, *PBS News*, *The Diplomat*, *The Dispatch*, *AFP*, *France 24*,

Mainichi Newspaper, The National, The Frontier Post, Taipei Times, CNBC International, Asshaq, Swedish Radio, Alarabiya, NDTV, Sansad TV, and a host of Indian electronic and print media. The instructor has served as an advisor to the Government of Odisha on sports.

Course Requirements

Students will need to write one memo (or two, depending upon the class size) not exceeding 750 words on a topic approved by the instructor. This memo must be on a negotiating *process* leading to the outcome, *not* a description of the outcome. It must *not* be an analysis of foreign policy, or diplomatic history. There will be an in-person mid-term exam in the class room, and a virtual final exam on the Mercer Mettl platform..

This is a *writing-intensive* course; continuous revision and improvement are key expectations. Students must write in an academic and evidence-based manner, avoiding personal opinions or the Op-Ed style. Arguments should be supported by credible sources, with citations in the Chicago style (which will be shared). Internal Marks will be largely based on written work. Whether there will be presentations will depend on the class size. *Attendance and contributions to classroom discussions will be carefully monitored to ensure that class participation is assessed fairly and objectively.*

Course Readings

Readings for each topic are listed under the session in which they will be discussed. Students will need to complete the required readings before each class, prepare for discussion on topics assigned to them, and make presentations on those topics. Readings have been compiled from *a variety of sources to provide a range of views*. Each reading has been carefully selected to focus on issues covered in the lesson of the day and has been kept short for quick understanding. The readings *average around 50 pages per week*. To ensure that students comprehend core issues it is essential to complete the required readings to participate effectively in class discussions. Readings should be in the sequence listed. Students need to access readings on their own.

Themes to be covered:

1. Foundational Texts: *The Mahabharata, The Ramayana, The Arthashastra, Ponninyin Selvan, The Art of War, The Quran, The Prince, Satow's Guide to Diplomatic Practice, Diplomacy*, and more.
2. Legal Instruments: The Vienna Convention, Congresses, Conferences, Treaties, Protocols, Covenants, Communiqués, Joint Statements, Memorandums of Understanding.
3. Structures: International Organisations, Regional Organisations, Embassies, High Commissions, Consulates, Legations, Trade Offices, Cultural Centres, Interest Sections, Honorary Consuls.

4. Frameworks- Bilateral, Multilateral, Regional, Minilateral, and Plurilateral.

5. Functions: Political, Economic, Information, Consular, Cultural, Diaspora Diplomacy, Public Diplomacy, Naval Diplomacy, Science Diplomacy, Space Diplomacy, Sports Diplomacy.

6. The role of the Internet and the social media.

7. Public Diplomacy: This will be illustrated with ASEAN's views of major regional powers. Surveys of Southeast Asia by the ISEAS- Yusof Ishak Institute.

8. Oral Histories: Ambassador K.N. Bakshi, Instructor's insights based on personal experience- Egypt, Libya, Malta, Bangladesh, U.S.A., Israel, The U.K., Vietnam, Laos, and Portugal.

9. Diplomatic Strategies: Seduction and Coercion, Cooperating and Struggling.

Bilateral Negotiations

1. The Simla Agreement: India- Pakistan (1972) (Role Play Exercise)

2. The Panchsheel Agreement: China- India (1954)

3. The Tashkent Agreement- India- Pakistan (1966)

The Diplomatic Domain and Diplomatic Challenges

1. Naval diplomacy: fishing boats or gunboats? Naval exercises, visits.
2. Outer Space Diplomacy- Outer Space Treaty and the Artemis Accords.
3. Science Diplomacy.

Learning Outcomes

Knowledge and Understanding

1. Understanding the link between diplomacy, foreign policy, strategy, and power.
2. Understanding that effective diplomacy depends upon comprehensive national power.
3. Understanding the importance of the economic, cultural, and information domains in the practice of diplomacy.
4. Understanding the diplomacy of hedging.
5. Understanding of soft power as part of the toolkit of cultural diplomacy.
6. Understanding of the link between economic diplomacy and geoeconomics.
7. Understanding the functions of international organisations, regional organisations, embassies,

consulates, legations, trade offices, cultural centres, and others.

8. Understanding of the link between diplomacy and war. Is diplomacy war by other means?

Professional and Practical Skill

1. Preparing to become ambassadors, civil servants, managers, risk analysts, journalists, scholars, think tankers, authors, and philanthropists.

2. The tension between bilateral and multilateral relationships.

3. Using case studies to understand real- world negotiations.

4. Understanding of comprehensive national power.

5. Evaluating and explaining the role of diplomacy in national rejuvenation.

6. The evolving nature of diplomatic practice

Critical Thinking and Intellectual Skills

1. Developing writing skills free of jargon.

2. Assessing the essence of diplomatic practice.

3. Assessing asymmetries in power- both in terms of hard power (military and economic), and soft power (history, culture, sports, and others). How do they shape diplomatic practice?

4. Assessing the economic underpinnings of hard power.

General and Transferable Skills

1. Working as a team.
2. Collecting, interpreting and analysing information.
3. Practitioner and management skills.

Students should read on the themes before they attempt written assignments. Use your own language demonstrating your own understanding of the topic, and be analytical rather than descriptive. Your writing needs to be evidence-based, requiring research. Expressing an opinion without the evidence will result in a lowering of your grade.

Original thinking and writing and familiarity with scientific research will be rewarded. Be free to consult the instructor about the authenticity of a source and its suitability for the memo and mid-term exam. It is fine to rely on another author, but you must acknowledge the source.

Keywords on the Syllabus

Diplomacy, diplomatic practice, foreign policy, geopolitics, treaties, covenants, conferences, embassies, consulates, trade offices, economic diplomacy, cultural diplomacy, bilateral, multilateral, plurilateral, minilateral, oral histories, hedging, band wagoning, matrimonial alliances, Soft power exports, empires, and trade.

Weekly Plan

Week 1: Course Objectives: August XXX, 2026

After introductions the instructor will hear out students about their expectations from the course. We will then discuss the instructor's expectations from students and housekeeping tasks. Evaluation will be as follows:

- One Memo (or two memos) (30 marks) – take-home essay, topic chosen with the approval of the instructor, unlimited revisions.
- Mid-Term Exam (30 marks) – In-class hand-written exam on paper; students will be required to provide answers to quotes.
- Class Participation (10 marks) – requires active engagement which will be carefully monitored. Attendance will have a bearing on the marks.
- End-Term Exam (30 marks) – a virtual exam on the Mercer Mettl platform.

Memos must be submitted in both paper and electronic formats, and earlier paper versions must be submitted for comparison.

Week 2: Course Content: August XXX, 2026

To repeat, the course focuses on the *practice* of diplomacy and *not* its theory. Exams will be quotation-based, and the course is writing-intensive, requiring clear, direct, and evidence-based arguments. Recommended readings include *The Golden Road* by William Dalrymple, *War and Diplomacy in Kashmir, 1947–48* by Chandrashekar Das Gupta, his interview with Karan Thapar, *Crossing the Rubicon* by C. Raja Mohan, and *Challenge and Strategy* by Rajiv Sikri. Students will need to read *Satow's Guide to*

Diplomatic Practice and examine documents from Ministry of External Affairs, India. Students must read the oral history of the Simla Agreement by Ambassador K.N. Bakshi, [https://www.associationdiplomats.org/Publications/ifaj/Vol2/2.3/2.3%20-%20Oral%20History%20-%20Simla%20Agreement%20\(1972\)%20-%20From%20Military%20Victory%20to%20...%20-%20KNBakshi.pdf](https://www.associationdiplomats.org/Publications/ifaj/Vol2/2.3/2.3%20-%20Oral%20History%20-%20Simla%20Agreement%20(1972)%20-%20From%20Military%20Victory%20to%20...%20-%20KNBakshi.pdf).

Readings:

1. Chandrashekhar Dasgupta, *War and Diplomacy in Kashmir, 1947- 48* (New Delhi: Sage, 2002).
2. C. Raja Mohan, *Crossing the Rubicon :The Shaping of India's New Foreign Policy* (New Delhi: Viking, 2003).
3. William Dalrymple, *The Golden Road* (Chennai: Bloomsbury, 2024), 482 pages.
4. Rajiv Sikri, *Challenge and Strategy: Rethinking India's Foreign Policy* (New Delhi: Sage, 2009).

Week 3: August XXX, 2026: The Antecedents of Indian Diplomacy (1h30m) and Role Play on the Simla Agreement

Diplomats follow traders. Harappans traded with the Persian Gulf. Sanjeev Sanyal writes in his book *Land of the Seven Rivers: A Brief History of India's Geography*: “Mesopotamian tablets mention a land called Meluhha that

exported bead jewellery, copper, wood, peacocks, monkeys and ivory.” Harappans traded with Sumer (exporting teakwood and marble), and Mesopotamia (exporting Lapis Lazuli). Perhaps diplomatic missions were exchanged; we don’t know.

Matrimonial alliances serve as diplomacy (examples: Chandragupta Maurya’s matrimonial alliance with Seleucus Nicator; Akbar’s with the Rajputs), and others.

In the role-play exercise on the Simla Agreement (1972), students will represent India and Pakistan. Please complete readings on the Simla negotiations.

Here is a scenario. Pakistan stressed peace with dignity, sovereignty, Kashmir’s centrality, and humanitarian guarantees, and refused any unilateral commitments on acceding to the NPT. India highlighted recognition of Bangladesh, exchange of prisoners- of- war, bilateral mechanisms over internationalisation, a no- first- use nuclear proposal, and water rights. Both sides acknowledged the importance of peace and cooperation, but diverged sharply on sovereignty, nuclear obligations, and territorial issues.

The simulation must demonstrate the complexities of negotiations and the balance between security, humanitarian needs, and compromises.

The exercise will discuss India’s aspirational versus Pakistan’s concrete negotiating strategies, the status of the

LoC (did Pakistan privately agree to convert the LoC into an international border?), Siachen (1984) and the failure to demarcate the LoC beyond NJ 9842, Kargil (1999), and the role of the UN and the UNMOGIP. The exercise will discuss the “Versailles Syndrome” and India’s perceived generosity, and debate bilateralism versus third-party facilitation.

Readings:

1.K.N.Bakshi. [https://www.associationdiplomats.org/Publications/ifaj/Vol2/2.3/2.3%20-%20Oral%20History%20-%20Simla%20Agreement%20\(1972\)%20-%20From%20Military%20Victory%20to%20...%20-%20KNBakshi.pdf](https://www.associationdiplomats.org/Publications/ifaj/Vol2/2.3/2.3%20-%20Oral%20History%20-%20Simla%20Agreement%20(1972)%20-%20From%20Military%20Victory%20to%20...%20-%20KNBakshi.pdf).

Week 4: August XXX, 2026: Summary of the role play exercise on the Simla Agreement and preparation for the discussion of the book *The Other Side of Diplomacy*

Could India have negotiated the Simla Agreement in a different way? We will discuss this in detail.

Students must read *The Other Side of Diplomacy* carefully before we discuss the book. Do spouses play a meaningful role in India’s diplomacy? What does the book say? Why?

Students need to send questions to the instructor for review and sharing in advance with the editor, Jayshree Misra Tripathi. Attendance at the book discussion will be mandatory.

The discussion will feature the contributors to the book. The event will highlight the intersection of culture, gender, personal narratives, and foreign affairs, and will be very helpful to students seeking careers in diplomacy.

Readings:

1.K.N.Bakshi. [https://www.associationdiplomats.org/Publications/ifaj/Vol2/2.3/2.3%20-%20Oral%20History%20-%20Simla%20Agreement%20\(1972\)%20-%20From%20Military%20Victory%20to%20...%20-%20KNBakshi.pdf](https://www.associationdiplomats.org/Publications/ifaj/Vol2/2.3/2.3%20-%20Oral%20History%20-%20Simla%20Agreement%20(1972)%20-%20From%20Military%20Victory%20to%20...%20-%20KNBakshi.pdf).

2. Jayshree Misra Tripathi, *The Other Side of Diplomacy* (Chennai: Westland, 2025), 169 pages.

Week 5: September XXX, 2026: Book Discussion, *The Other Side of Diplomacy*

The issues raised by the panellists will be discussed.

Reading:

1. Jayshree Misra Tripathy, *The Other Side of Diplomacy* (Westland, 2025), 169 pages.

Week 6: September XXX, 2026: Legal Instruments, Institutions, and Their Functions

Legal instruments: treaties, conventions, Congresses, Covenants, Protocols, Memoranda of Understanding, Joint Statements, Joint Communiques.

Vienna Convention.

Immunities: Diplomatic and Consular.

Institutions and Structures: Embassies, High Commissions, Legations, Consulates, Trade Offices, Cultural Centres, Interest Sections, Honorary Consuls.

How do institutions work?

The instructor will discuss real- time diplomatic negotiations in which he participated, and share anecdotes on his diplomatic encounters, expected, and unexpected.

Readings

1. Ernest Satow, *A Guide to Diplomatic Practice Vol 2* (London: FB &c Ltd., 2015), 438 pages, ISBN 978-1-332-13386-4.
2. Harold Nicholson, *Diplomacy*, 1988, paperback.
3. Henry Kissinger, *Diplomacy* (New York: Simon and Schuster, 1994), 912 pages.
4. Henry Kissinger, *World Order* (New Delhi: Penguin Books India, 2014), 420 pages.

5. Henry Kissinger, *Leadership* (Milton Keynes: Penguin Random House UK, 2024)
6. *Vienna Convention on Diplomatic Relations, 1961.*
7. *Vienna Convention on Consular Relations, 1963.*
8. Jonathan Brown, “Diplomatic Immunity: State Practice under the Vienna Convention on Diplomatic Relations,” *The International and Comparative Law Quarterly*, Vol. 37, No. 1 (January, 1988), pp. 53- 88,
<https://www.jstor.org/stable/760230>. **(Diplomatic Immunity)**
9. J. Craig Barker, Colin Warbrick and Dominic McGoldrick, “State Immunity, Diplomatic Immunity and Act of State: A Triple Protection against Legal Action?” *The International and Comparative Law Quarterly*, Vol. 47, No. 4 (October, 1998), pp. 950- 958,
<https://www.jstor.org/stable/761555>. **(Diplomatic Immunity)**
10. Colin Warbrick, “Diplomatic Representations and Diplomatic Protection,” *The International and Comparative Law Quarterly*, Vol. 51, No. 3, July, 2002, pp. 723- 733,
<https://www.jstor.org/stable/3663076>. **(Diplomatic Immunity)**
11. K.M. Panikkar, *The Principles and Practice of Diplomacy*, Occasional Paper No. 6, Delhi School of Economics, Delhi, Rajit Printers and Publishers, 1952.

12. “The Wilmington Declaration Joint Statement from the Leaders of Australia, India, Japan, and the United States,” The White House, Briefing Room, Statements and Releases, September 21, 2024, <https://www.whitehouse.gov/briefing-room/statements-releases/2024/09/21/the-wilmington-declaration-joint-statement-from-the-leaders-of-australia-india-japan-and-the-united-states/>. (An example of a joint statement)

Week 7: September XXX, 2026: *Arthashastra*

Why does the *Arthashastra* discuss taxation and economic activity in the context of empire- building and centralised state formation? We will explore *Mandala* and *Rajamandala*, *Matsya Nyaya* (the big fish eating up the small fish), and *saam*, *daam*, *dand*, and *bhed*. We will make comparisons with Sun Tzu’s *Art of War*, specifically India’s concentric circles diplomacy as compared with China’s Middle Kingdom diplomacy, and modern concepts such as deterrence, grey zone military and diplomatic strategies, and psychological operations. According to Kautilya, negotiation is less about ideals than about balancing inducement, compromise, and practical outcomes. Ancient precepts like the *Rajamandala*, swapping of territory and gifts (such as the Chandragupta Maurya– Seleucus Nicator treaty), and covert strategies continue to resonate.

Readings:

1. Anindita Basu, *The Mahabharata*, August 25, 2016, <https://www.worldhistory.org/Mahabharata/>.
2. L.N. Rangarajan, *Kautilya: The Arthashastra* (New Delhi: Penguin Books India, 1992).
3. *Kalki's Ponniyin Selvan Part-1 to Part-5*, Translated by Varalotti Rengasamy.
4. Romila Thapar, *The Penguin History of Early India* (New Delhi, Penguin Books, 2003).
5. William Dalrymple *The Golden Road* (Chennai, Bloomsbury, 2024).
6. P.K. Gautam, "One Hundred Years of Kautilya's Arthashastra," IDSA Monograph Series, No. 20, July 2013, Institute for Defence Studies and Analyses.
7. Sayem Islam, "The Arthashastra Insights on Statecraft and Reflections of Ancient Indian Society," *Michigan Journal of History*, <https://michiganjournalhistory.wordpress.com/wp-content/uploads/2014/02/islam.pdf>.
8. Vijay Gokhale, *The Long Game: How the Chinese Negotiate with India* (New Delhi: Vintage Books, 2021).
9. Sun Tzu, *The Art of War*, Translated with introduction and notes by Lionel Giles, May 19, 2004,

<https://dn790006.ca.archive.org/0/items/TheArtOfWarBySunTzu/ArtOfWar.pdf>.

10. K. S. Malik, *The Quranic Concept of War* (Himalayan Books, 1986)

11. Niccolo Machiavelli, *The Prince*, Translated and Introduced by Tim Parks (Penguin Random House U.K., Milton Keynes, 2014).

12. Ernest Satow, *A Guide to Diplomatic Practice Vol 2* (London: FB &c Ltd., 2015), 438 pages, ISBN 978-1-332-13386-4.

13. Harold Nicholson, *Diplomacy*, (1988, paperback).

14. Henry Kissinger, *Diplomacy* (New York, Simon and Schuster, 1994). 912 pages.

15. Henry Kissinger, *World Order* (New Delhi, Penguin Books India, 2014), 420 pages.

16. Henry Kissinger, *Leadership* (Milton Keynes, Penguin Random House UK, 2024).

17. *Vienna Convention on Diplomatic Relations, 1961.*

18. *Vienna Convention on Consular Relations, 1963.*

Week 8: September XXX, 2026: Types of Diplomacy: Political, Economic, Cultural, Maritime, Space, Science, Sports, Space, and Public Opinion Surveys.

The instructor will explain in detail how one type of diplomacy differs from the other.

Readings will be provided later.

Week 9: October XXX, 2026: Frameworks for Diplomatic Conduct: Bilateral, Multilateral, Regional, Plurilateral, and Minilateral.

Bilateral Diplomacy- tracks 1 and 2, roles of universities, think tanks and NGOs.

Multilateral Diplomacy- the role of the United Nations.

Regional Diplomacy- the role of ASEAN. Has ASEAN stood up to China advancing the collective and individual interests of Southeast Asian states? Or, has it caved in to Chinese hegemony? Sadly, even functional cooperation within ASEAN has been compromised by geopolitics. Moreover, is ASEAN *central* to the security architecture of Southeast Asia? Quad, the EU, and others woo ASEAN, yet ASEAN lacks the will and capacity to change the course of great power rivalry. ASEAN claims to move at a pace all member states are comfortable with, skirting “tough” issues. Besides, multilateral forums like ASEAN, the ASEAN Regional Forum, and the East Asia Summit are no substitute for bilateral relationships. Based on a practitioner’s perspective, I hold that a bilateral framework

provides more effective instruments for cooperation than a multilateral framework.

Lack of strategic appreciation of India's concerns on China, and China's domination of RCEP to India's detriment, show limitations in ASEAN's ties to India. Contrast this with how speedily Australia and India concluded a free trade agreement.

Plurilateral Diplomacy- BRICS and the Shanghai Cooperation Organisation.

Minilateral Diplomacy- QUAD.

Sports diplomacy- Bilateral cricket and hockey series between India and Pakistan.

Space Diplomacy- ISRO's collaboration with NASA built strategic trust. NASA called the jointly- developed Nisar satellite the "most sophisticated radar we've ever built," according to BBC. NASA trusted Indian science and reliability, while India's Science Minister Jitendra Singh "called the mission a defining moment in India-US space cooperation and a boost to Isro's international collaborations," as quoted on BBC.

Nisar was sent to space by the Indian GSLV MK- II rocket amid a sharp conflict over tariffs. It served to moderate that conflict. "The fundamentals of the relationship are not weak. It's a paradox that the day Trump announced 25% tariffs and unspecified penalties, India and the US collaborated in a

strategic area when an Indian rocket sent a jointly-developed satellite into space,”¹ the instructor told BBC.

Space Diplomacy is the new frontier in diplomacy. Apart from India's satellite data- sharing agreement with Vietnam and the satellite data- collection centre in Ho Chi Minh City we also have India's South Asian Satellite (Pakistan opposed India's offer of the SAARC Satellite), and QUAD's Maritime Domain Awareness under which QUAD member- states share satellite data with states in the Indo-Pacific. This is to keep a watch on the South China Sea (which also is the objective of the satellite data- collection centre established by India in Ho Chi Minh City).

The Outer Space Treaty is non- binding. The challenge is how to regulate exploration of the moon's resources in the not- too- distant future. The entry of private space operators complicates things. India deliberately chose to land Chandrayaan- 3 near the moon's south pole, which is rich in water- ice and helium. By demonstrating this capability India will become a leader in negotiation of a future global agreement to exploit the moon's resources.

India also deliberately crashed the Moon Impactor Probe displaying the flag of India on the moon during the 2008 Chandrayaan- 1 mission for the same reason. Under law, possession, or demonstration of a capability to reach somewhere, is the first step to claiming ownership. India

¹ Jitendra Nath Misra, quoted in Vikas Pandey, “Trump-Modi ties hit rock bottom with new tariffs on India over Russian oil,” *BBC.com*, August 7, 2025, <https://www.bbc.com/news/articles/c15lqe7v302o>.

doesn't want to be left behind by the U.S., China, Russia, and others. In space India seeks to become a "leading state" rather than remaining a "balancing state."

Public opinion surveys are also a form of diplomacy as they indicate how the population views ties to partner countries. The annual State of Southeast Asia survey reports by the Yusof Ishak Institute provide ASEAN's views of India in multiple domains.

We will discuss Vietnam's diplomacy of "cooperation and struggle" in relations to China. This holds important lessons for India's diplomacy towards China, and for those seeking careers in diplomacy.

Readings:

1. Derek Grossman and Christopher Sharman, "How to Read Vietnam's Latest Defense White Paper: A Message to Great Powers," *War on the Rocks*, December 31, 2019, <https://warontherocks.com/2019/12/how-to-read-vietnams-latest-defense-white-paper-a-message-to-great-powers/>.

Vietnam's strategy of co- operation and struggle in relation to China

2. Lindsay Murdoch, "Vietnam to gain satellite views of South China Sea thanks to Indian agreement," *The Sydney Morning Herald*, Updated on January 26, 2016, <https://www.smh.com.au/world/vietnam-to-gain-satellite-views-of-south-china-sea-thanks-to-indian-agreement-20160126-gme23v.html>. **Outer Space Diplomacy**

3. Xuan Dung Phan, “Elevating India-Vietnam Maritime Cooperation in the Indo-Pacific Theater,” *South Asian Voices*, March 25, 2021, <https://southasianvoices.org/elevating-india-vietnam-maritime-cooperation-in-the-indo-pacific/>. **Naval Diplomacy**
4. Reuters Staff, “Indian navy prepared to deploy to South China Sea to protect oil interests,” *Reuters.com*, December 3, 2012, <https://www.reuters.com/article/us-china-sea-india-idUSBRE8B20KY20121203>. **Naval Diplomacy**
5. Sanjeev Miglani, “India plans expanded missile export drive, with China on its mind,” *Reuters.com*, June 9, 2016, <https://br.reuters.com/article/us-india-missiles-idUSKCN0YU2SQ>. **Defence Diplomacy**
6. Ben Bland and Girija Shivakumar, “China confronts Indian navy vessel,” *Financial Times*, August 31, 2011, <https://www.ft.com/content/883003ec-d3f6-11e0-b7eb-00144feab49a>. **Coercion and Seduction**
7. Sharon Seah, Joanne Lin, Sithanonxay Suvannaphakdy, Melinda Martinus, Pham Thi Phuong Thao, Farah Nadine Seth, and Hoang Thi Ha, “The State of Southeast Asia: 2022 Survey Report,” *ASEAN Studies Centre, ISEAS Yusof Ishak Institute*, February 16, 2022, 46. https://www.iseas.edu.sg/wp-content/uploads/2022/02/The-State-of-SEA-2022_FA_Digital_FINAL.pdf. **Public Opinion Surveys**
8. Sharon Seah, Joanne Lin, Melinda Martinus, Sithanonxay Suvannaphakdy, and Pham Thi Phuong Thao, “The State of Southeast Asia 2023 Survey Report,” Asian

Studies Centre, *ISEAS- Yusof Ishak Institute*, February 9, 2023, <https://www.iseas.edu.sg/wp-content/uploads/2025/07/The-State-of-SEA-2023-Final-Digital-V4-09-Feb-2023.pdf>. **Public Opinion Surveys**

9. Sharon Seah, Joanne Lin, Melinda Martinus, Kristina Fong, Indira Aridati, Pham Thi Phuong Thao, and Damon Chee, “The State of Southeast Asia 2024 Survey Report,” *ASEAN Studies Centre, ISEAS Yusof Ishak Institute*, April 2, 2024, <https://www.iseas.edu.sg/wp-content/uploads/2024/03/The-State-of-SEA-2024.pdf>.

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10. “Asians’ Views of Each Other,” Pew Research Center: Global Attitudes & Trends, <http://www.pewglobal.org/2015/09/02/how-asia-pacific-publics-see-each-other-and-their-national-leaders/asia-heat-map/>, September 2, 2015. **Public Opinion Surveys**

11. Ministry of External Affairs, “External Affairs Minister's speech at the 4th Ramnath Goenka Lecture, 2019,” Media Center, Speeches & Statements, November 14, 2019, <https://mea.gov.in/Speeches-Statements.htm?dtl/32038/External+Affairs+Ministers+speech+at+the+4th+Ramnath+Goenka+Lecture+2019>.

India’s Grand Strategy

12. Zack Cooper and Gregory Poling, “The Quad Goes to Sea,” *War on the Rocks*, May 24, 2022, <https://warontherocks.com/2022/05/the-quad-goes-to-sea/>.

QUAD’s diplomacy

13. Sumitha Narayanan Kutty and Rajesh Basrur, “The Quad: What It Is – And What It Is Not,” *The Diplomat*,

March 24, 2021, <https://thediplomat.com/2021/03/the-quad-what-it-is-and-what-it-is-not/>. **QUAD's diplomacy**

14. Debasis Bhattacharya, "QUAD—A force for global good: India's strategic imperatives," *Observer Research Foundation*, November 8, 2021, <https://www.orfonline.org/expert-speak/quad-a-force-for-global-good-indias-strategic-imperatives/>. **India's diplomacy in QUAD**

More readings will be provided.

Week 10: October XXX, 2026: The Instructor's Accounts of His Life in Diplomacy

Discussion of the instructor's experiences in India, Egypt, Libya, Malta, Bangladesh, U.S.A., Israel, U.K., Vietnam, Laos, and Portugal.

Readings will be provided later.

Week 11: October XXX, 2026: Presentations

Presentation on *Ponniyin Selvan*.

Presentation on *The Quranic Concept of War*.

Other presentations as decided.

Readings:

1. *Kalki's Ponnaiyan Selvan Part-1 to Part-5*, Translated by Varalotti Rengasamy.

2. K. S. Malik, *The Quranic Concept of War* (Himalayan Books, 1986).

Week 12: October XXX, 2026 – Military Intervention, Diplomacy, and Contemporary Geopolitics. This will be followed by Learning Outcomes: Jointly Determined by Students and the Instructor

We will explore different kinds of diplomatic behaviour, including negotiation, covert operations, and peace processes during conflicts. While some actions- such as covert war or strategic manoeuvres- fall under foreign policy rather than diplomacy, we will discuss how they shape the diplomatic process. We will examine the success and failure of Indian diplomacy, focusing on strategic autonomy and strategic hedging. The session will situate these practices within the context of geopolitics, Realpolitik, balance of power, non- alignment, the Cold War, the unipolar moment, and today's complex multipolar world. The diplomacy surrounding the war in Ukraine and the conflicts in Gaza and Iran serve as case studies of overt and covert actions and diplomacy.

Week 13: November XXX, 2026
Summation of the learning.

Week 14: November XXX, 2026: Visit to the Sushma Swaraj Institute of Foreign Service, Ministry of External Affairs

Interaction with the dean and staff.

Week 15: November XXX, 2026: Final Exam

Learning and Teaching Methods

There will be 45 hours of lectures (1 lecture per week x 3 hours per lecture x 15 lectures in total).

Students need to attend class and be involved in group-discussions, role plays, and debates.

Assessment

Class Participation: 10 %

One Memo (or two memos): 30%

Mid- term Exam: 30%

Final Exam: 30%

Class Participation

Regular attendance is required. You are expected to actively engage in class discussions. Attendance will count for the marking.

One Memo (or two memos)

The choice of topics will be assigned in Week 2 after the instructor's approval and must be turned in on the day

indicated. Presentations will be scheduled in the remaining weeks of the semester.

Mid- term Exam

Multiple- choice essay questions to be answered in class (1h30m).

Final Exam

Multiple- choice essay questions (3:00 h); the exam will be conducted virtually on the Mercer Mettl platform.

Students are advised to review written work before turning it in. Consistent failure in correcting typographical, spelling, and grammatical errors will result in the final grade dropping by one level. There will be a penalty for lateness in submission; any paper turned in after close of business on the due date will entail a loss of one grade level for each day after it is due, unless the student has a valid reason in the judgment of the instructor. Written work needs to be in Times New Roman, font size 12, line spacing 1.5. Hard copies need to be turned in.

Plagiarism

Plagiarism is the use of someone else's language or ideas without proper acknowledgement. Any idea, sentence, or paragraph you take from a web source or from printed material needs to be credited to the original source. If you paraphrase or directly quote in written assignments, the source needs to be explicitly mentioned. You must not

plagiarize content, be it from an academic source (such as books and journal articles), or from the Internet.

Grade Definition

Marks	Grade	Grade Point Average
≥ 80	O	8
79	A+	7.5
78	A+	7.5
77	A+	7.5
76	A+	7.5
75	A+	7.5
74	A	7
73	A	7
72	A	7
71	A	7
70	A	7
69	A-	6
68	A-	6
67	A-	6
66	A-	6
65	A-	6
64	B+	5
63	B+	5
62	B+	5
61	B+	5
60	B+	5
59	B	4
58	B	4
57	B	4

56	B	4
55	B	4
54	B-	3
53	B-	3
52	B-	3
51	B-	3
50	B-	3
49.5	F	2
49	P1	2
48	P1	2
47	P1	2
46	P1	2
45	P1	2
44.5	P1	1
44	P2	1
43	P2	1
42	P2	1
41	P2	1
40	P2	1
Less than 40	F	0

Grade Definition

Students will be graded on an absolute scale as specified below.

Grading and Comments

Letter Grade	Percentage of Marks	Grade Points	Comments
O	80 and above	8	Outstanding: Exceptional knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and extraordinary critical and analytical ability.
A+	75-79	7.5	Excellent: Sound knowledge of the subject matter, thorough understanding of issues; ability to synthesize ideas, rules and principles and critical and analytical ability.
A	70-74	7	Very Good: Sound knowledge of the subject matter, excellent organizational

			capacity, ability to synthesize ideas, rules, and principles, and critically analyse existing material and originality in thinking and presentation.
A-	65-69	6	Good: Good understanding of the subject matter, ability to identify issues and provide balanced solutions to problems and good critical and analytical skills.
B+	60-64	5	Fair: Average understanding of the subject matter, limited ability to identify issues and provide solutions to problems and reasonable critical and analytical skills.
B	55-59	4	Acceptable: Adequate knowledge of the subject matter to go to the next level of the

			study and reasonable critical and analytical skills.
B-	50-54	3	Marginal: Limited knowledge of the subject matter and irrelevant use of materials, and poor critical and analytical skills.
P1	45-49	2	Pass 1: Pass with Basic understanding of the subject matter.
P2	40-44	1	Pass 2: Pass with Rudimentary understanding of the subject matter.
F	Below 40	0	Fail: Poor comprehension of the subject matter; poor critical and analytical skills and marginal use of the relevant materials. Will need to repeat the course.

Foundational Texts

Books

1. Anindita Basu, *The Mahabharata*, August 25, 2016, <https://www.worldhistory.org/Mahabharata/>.
2. The Ramayana.
3. L.N. Rangarajan, *Kautilya: The Arthashastra* (New Delhi: Penguin Books India, 1992).
4. *Kalki's Ponnaiyan Selvan Part-1 to Part-5*, Translated by Varalotti Rengasamy.
5. Megasthenes, *The Indica*.
6. Romila Thapar, *The Penguin History of Early India* (New Delhi: Penguin Books, 2003).
7. William Dalrymple *The Golden Road* (Chennai: Bloomsbury, 2024), 482 pages.
8. Sanjeev Sanyal, *The Land of the Seven Rivers* (New Delhi: Penguin Books India Pvt Ltd, 2012), 331 pages.
9. Vijay Gokhale, *The Long Game: How the Chinese Negotiate with India* (New Delhi: Vintage Books, 2021).
10. P.K. Gautam, "One Hundred Years of Kautilya's Arthashastra," IDSA Monograph Series, No. 20, July 2013, Institute for Defence Studies and Analyses.

11. Sayem Islam, “The Arthashastra Insights on Statecraft and Reflections of Ancient Indian Society,” *Michigan Journal of History*,
<https://michiganjournalhistory.wordpress.com/wp-content/uploads/2014/02/islam.pdf>.
12. Sun Tzu, *The Art of War*, Translated with introduction and notes by Lionel Giles, May 19, 2004,
<https://dn790006.ca.archive.org/0/items/TheArtOfWarBySunTzu/ArtOfWar.pdf>.
13. K. S. Malik, *The Quranic Concept of War* (Himalayan Books: 1986).
14. Niccolo Machiavelli, *The Prince*, Translated and Introduced by Tim Parks (Penguin Random House U.K.: Milton Keynes, 2014).
15. Ernest Satow, *A Guide to Diplomatic Practice, Vol 2* (London: FB &c Ltd., 2015), 438 pages, ISBN 978-1-332-13386-4
16. Harold Nicholson, *Diplomacy*, (1988, paperback).
17. Henry Kissinger, *Diplomacy* (New York: Simon and Schuster, 1994).
18. Henry Kissinger, *World Order* (New Delhi: Penguin Books India, 2014).

19. Henry Kissinger, *Leadership* (Milton Keynes: Penguin Random House UK, 2024).
20. *Vienna Convention on Diplomatic Relations, 1961*.
21. *Vienna Convention on Consular Relations, 1963*.
22. Shivshankar Menon, *Choices* (Washington, D.C., Brookings Institution Press, 2016).
23. Shyam Saran, *How India Sees the World* (New Delhi: Juggernaut Books, 2017).
24. Mohan Kumar, *India's Moment: Changing Power Equations Around the World* (Harper Collins India: 2023).
25. Teresita C. Schaffer and Howard B. Schaffer, *India and the Global High Table: The Quest for Regional Primacy and Strategic Autonomy* (Harper Collins Publishers India: Gurugram, 2016).
26. Chandrashekhar Dasgupta, *War and Diplomacy in Kashmir 1947- 48* (New Delhi: Sage, 2002).
27. Gary Bass, *The Blood Telegram* (London, Hurst, 2014).
28. Srinath Raghavan, *1971: A Global History of the Creation of Bangladesh* (Cambridge, MA: Harvard University Press, 2013).

29. Reena Marwah and Le Thi Hang Nga, *India- Vietnam Relations: Development Dynamics and Strategic Alignment* (Singapore, Springer Nature Singapore Pte Ltd.: 2021), 199 pages.
30. Peter Frankopan, *The New Silk Roads* (London: Bloomsbury Publishing Plc, 2019).
31. Harold Nicolson, *The Evolution of Diplomatic Method* (London: Constable, 1954).
32. C. Raja Mohan, *Crossing the Rubicon: The Shaping of India's New Foreign Policy* (New Delhi: Viking, 2003).
33. Rajiv Sikri, *Challenge and Strategy: Rethinking India's Foreign Policy* (New Delhi: Sage, 2009)
34. T.C.A. Raghavan, *The People Next Door: The Curious History of India's Relations with Pakistan* (Noida: Harper Collins Publishers, 2027), 348 pages.
35. Iqbal Akhund, *Memoirs of a Bystander: A Life in Diplomacy* (Karachi: Oxford University Press, 1997), 481 pages.

Annotated Bibliography

1. Berridge, G. R. and A. Jennings. *Diplomacy at the UN* (Palgrave Macmillan, 2008).

This co-edited volume by G. R. Berridge is an important book to read about the intricacies of diplomacy under a multilateral institutional setting. It contends that even though the norms of "old diplomacy" were briefly discredited following World War I, their worth has been rediscovered since the 1960s. The authors apply case studies and subjects to make broader generalisations, analysing the intricacies of diplomacy at the United Nations, ranging from confidential negotiations to summitry. The book delves into a broad array of issues, such as the intricacies of diplomatic communication, the use of embassies during periods of crisis, and the changing face of multilateralism. Its inclusion is necessary for students wishing to grasp the new environment of UN diplomacy and traditional approaches. This is an important source material for new actors in a multi-polar world.

2. Chohan, Usman W. "Economic Diplomacy: A Literature Review and Public Value Perspective." Centre for Aerospace and Security Studies, Pakistan, 2021.

This working paper is a thorough examination of the changing notion of economic diplomacy. It emphasises its growing relevance in international relations and movement towards a multi-stakeholder approach. The author points out that economic diplomacy is a "market-sensitive" practice, necessitating recurring adjustments of its instruments to remain current with international and local realities. The article also contends that economic diplomacy is a type of "multilateral public value creation" that exceeds

political ends per se. This article introduces students to an important contemporary type of diplomacy and describes how it has evolved from classic trade policy into a mature, knowledge-based instrument.

3. Mattingly, Garrett. *Renaissance Diplomacy* (Courier Dover Publications, 1955).

Garrett Mattingly's classic study is an account of the formation of modern diplomacy. The book contends that the tradition of permanent resident embassies originated in the Italian city-states of the 15th century and was a "creative adaptation" to the chaotic political climate of the day. Mattingly traces the development of the diplomat's role, the techniques of missions, and the formalisation of protocol. This book is essential in documenting the historical origins of contemporary diplomacy and in making sense of the cause- and- effect link between political instability and the evolution of complex diplomatic institutions. Its witty and refined analysis makes it an engaging read for students.

4. Nicolson, Sir Harold. *The Evolution of Diplomatic Method*. London: Constable, 1954.

In this brief but insightful book, Harold Nicolson explores the evolving character of diplomacy throughout history. He refutes the suggestion that secret diplomacy was completely overthrown by "open" multilateral diplomacy following World War I, observing that diplomacy has evolved to fit innovations in technology and world needs

while remaining true to essential elements from the past. This source is useful for presenting a historical context and a subtle understanding of the persistence of diplomatic practices in the face of drastic changes.

5. Nye, Joseph S, *Soft Power: The Means to Success in World Politics* (Public Affairs, 2004).

Joseph Nye's work is one of the pillars of contemporary diplomatic theory. He describes "soft power" as the capability to "get what you want through attraction rather than coercion or payments," based on a nation's culture, political values, and foreign policies. The text contends that soft power, being harder for governments to manipulate than hard power, is more and more necessary in addressing issues of the global environment that necessitate multilateral action. This text is essential reading for any course on diplomacy since it gives a theoretical perspective on understanding public diplomacy and the strategic importance of cultural and educational exchange.

6. Ivor Roberts, Ed. *Satow's Diplomatic Practice*, 6th Edition (Oxford University Press, 2009).

This venerable textbook is an authoritative overview of the conventions, laws, and rules that cover diplomatic practice. It is generally regarded as an international classic and is used as a standard reference by professional diplomats. The updated editions cover contemporary developments, such as the commercial and economic roles of diplomacy, and the effects of contemporary communications and terrorism.

An earlier edition, prepared by Lord Gore-Booth, is also referenced in course syllabi. This text gives the practical and procedural foundation for analysing the day-to-day behaviour of diplomacy.

7. United Nations. Vienna Convention on Diplomatic Relations. April 18, 1961.

The Vienna Convention is the foundation of contemporary diplomatic law. This treaty codifies the conventions of diplomatic relations and gives the legal foundation for diplomatic immunity and privileges. Its near- universal acceptance testifies to the international agreement on the fundamental norms necessary to enable friendly relations among states. For a student, an analysis of the Convention is more than a reading of a legal text, but an analysis of the cooperative institutional setting which makes contemporary diplomacy possible. Every student of International Relations needs to read this text.

8. “Diplomatic Practice and Its Influence on Regulation of Diplomacy by Diplomatic Law and Non- legal Rules.”

This recent piece from *The Lawyer Quarterly* examines how diplomatic practice has been redefined by challenges such as the COVID-19 pandemic. It gives a thoughtful perspective on the dynamic nature of diplomatic norms and the way they are developing beyond the principles laid down in the Vienna Convention on Diplomatic Relations.

9. "Emerging Trends in Global Diplomacy" (2025).
Modern Diplomacy.

This article offers a timely summary of the most notable trends in contemporary diplomacy, such as the emergence of digital diplomacy, climate diplomacy, and an enhanced role of economic security in foreign policy. It's an excellent source on how diplomacy is evolving to cope with a more interconnected and complicated world.

10. "New Realities in Foreign Affairs: Diplomacy in the 21st Century."

This German Institute for International and Security Affairs (SWP-Berlin) paper addresses the essential challenges for diplomats today. It explains the effects of digitisation on communication and information management, the role of non-state actors, and public influence on foreign policy through the social media.

Journal Articles and Essays
India

1. P.K. Gautam, "One Hundred Years of Kautilya's Arthashastra," IDSA Monograph Series, No. 20, July 2013, Institute for Defence Studies and Analyses.

2. K.M. Panikkar, The Principles and Practice of Diplomacy, Occasional Paper No.6, Delhi School of Economics, Delhi, Rajit Printers and Publishers, 1952.

Websites

1. Andrew North, “Siachen dispute: India and Pakistan’s glacial fight,” *BBC.com*, April 12, 2014, <https://www.bbc.com/news/world-asia-india-26967340>.
(Siachen Oropolitics)
2. Geeta Pandey, “India and US launch 'first-of-its-kind' satellite,” *BBC.com*, July 30, 2025, <https://www.bbc.com/news/articles/cy98jnreqvvo>
(Outer Space Diplomacy)
3. Vikas Pandey, “Trump-Modi ties hit rock bottom with new tariffs on India over Russian oil,” *BBC.com*, August 7, 2025, <https://www.bbc.com/news/articles/c15lqe7v302o>.
(Economic Diplomacy and Outer Space Diplomacy)

Television and Visual Media

1. Jitendra Nath Misra, “India: From Indus Valley to the Present | Jitendra Nath Misra | TEDxCaledonian Intl School Youth,” *TEDx*, September XXX, 2024, <https://www.youtube.com/watch?v=WYGYNqovSQI>. (The Beginnings of India’s Diplomatic History)
2. Jitendra Nath Misra, “Trump’s 100% pharma tariffs a tactic to pressure India: Ex-Ambassador,” *CNBC.com*, Inside India, September 26, 2025, <https://www.cnbc.com/video/2025/09/26/china-has-more-leverage-on-the-u-s-than-india-former-indian-ambassador.html>. (Economic Diplomacy)

3. Jitendra Nath Misra, “SPECIAL LIVE: रूस और यूक्रेन के बीच जंग जारी. अब आगे क्या?,” *BBC News हिन्दी* (BBC News Hindi), February 27, 2022, <https://m.facebook.com/BBCnewsHindi/videos/468271444972692>. (War in Ukraine)
4. Jitendra Nath Misra, “Where does the Russia- Ukraine war leave India,” *BBC World, WorklifeIndia*, April 7, 2022, <https://www.bbc.co.uk/programmes/p0bzwgl1>. (War in Ukraine)
5. Jitendra Nath Misra, “G20 Meeting: Bitter divisions over Ukraine conflict mar talks in India,” *BBC World News*, March 2, 2023, *BBC_World_News-2023-03-02_16-06-40.mp4*. (War in Ukraine)
6. Jitendra Nath Misra, “G 20 meeting in India ends in acrimony,” *BBC World Service, Newshour*, March 2, 2023, <https://www.bbc.co.uk/programmes/w172yfch4jcrbg4>. (War in Ukraine)
7. Jitendra Nath Misra, “The Defenders: Navy's extended role in South China Sea | 30 July, 2022,” *Sansad TV, The Defenders*, July 30, 2022, <https://www.youtube.com/watch?v=3wzVTSUNZ4c>. (Maritime Diplomacy)
8. 106. Jitendra Nath Misra, “पाकिस्तान से नज़दीकी, भारत संग तलखी आखिर किस दिशा में जा रहे हैं भारत-बांग्लादेश संबंध और आखिर क्यों यहां तक पहुंच गई बात... आज द लेंस में बीबीसी के डायरेक्टर ऑफ़ जर्नलिज़म...,” *The Lens, BBC News Hindi*, December 7, 2024, <https://www.facebook.com/BBCnewsHindi/videos/568813>

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1. India Review
2. World Policy Journal
3. Foreign Policy
4. Foreign Affairs
5. The National Interest
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7. The New York Review of Books

India

8. India Quarterly
9. International Studies
10. Indian Foreign Affairs Journal
11. Strategic Analysis
12. IDSA Journal
13. India's World Magazine
14. Economic and Political Weekly
15. The Book Review

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16. Survival
17. The Economist

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18. Peace and Security Review

Vietnam

19. Vietnam Journal for Indian and Asian Studies

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20. Contemporary Southeast Asia

Newspapers

China

1. China Daily
2. Global Times
3. Xinhua, <https://english.news.cn/>

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4. The New York Times
5. The Washington Post
6. Wall Street Journal

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7. The Guardian
8. The Times
9. The Independent

India

10. The Indian Express
11. The Tribune
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13. The Hindu
14. Economic Times
15. Moneycontrol, <https://www.moneycontrol.com>

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16. Dhaka Tribune
17. Prothom Alo

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18. Dawn
19. Pakistan Tribune

Indonesia

20. Jakarta Times

Malaysia

21. New Straits Times

Thailand

22. The Bangkok Post
23. The Nation

Japan

24. Mainichi Newspaper
25. Japan Times

Vietnam

26. Vietnam News
27. Vietnam Investment Review
28. Vietnam News

Singapore

29. The Straits Times

Websites

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1. Observer Research Foundation,
<https://www.orfonline.org/expert-speak/>
2. Delhi Policy Group, <https://www.delhipolicygroup.org/>
3. Carnegie India, <https://carnegieindia.org/>
4. Centre for Economic and Social and Economic Progress (CSEP), <https://csep.org/>
5. Vivekananda International Foundation
6. Carnegie India

Australia

7. The Strategist, <https://www.aspistrategist.org.au/posts/>
8. East Asian Forum,
<https://www.eastasiaforum.org/page/9/>
9. The Interpreter, <https://www.lowyinstitute.org/the-interpreter>
10. The Lowy Institute
11. The Conversation, <https://theconversation.com/global>
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U.K.

12. BBC, <https://www.bbc.com/>

U.S.A.

13. War on the Rocks, <https://warontherocks.com/>
14. The National Interest, <https://nationalinterest.org/>
15. South Asian Voices, <https://southasianvoices.org/>
Carnegie
16. The Diplomat, <https://thediplomat.com/>

Singapore

17. Channel News Asia,
<https://www.channelnewsasia.com/international>
18. ISEAS- Yusof Ishak Institute, <https://www.iseas.edu.sg/>
19. Fulcrum, <https://fulcrum.sg/>
20. The Strategist

Vietnam

21. Vietnam Institute of Indian and Southwest Asian Studies, <http://en.viisas.vass.gov.vn/gioi-thieu/Pages/lich-su-phat-trien.aspx>
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